

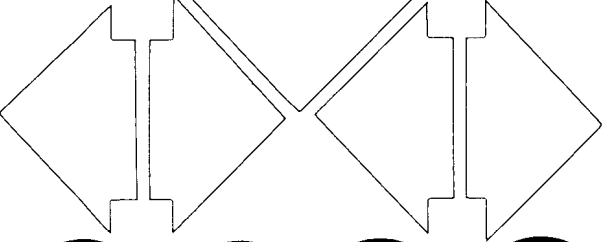
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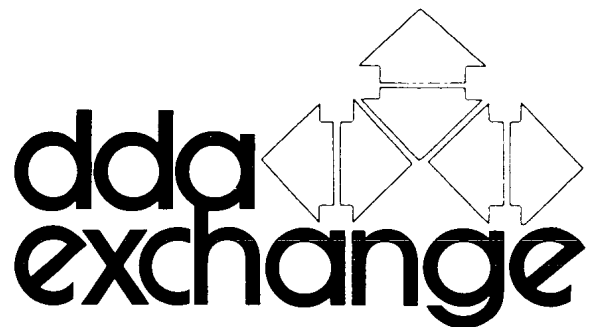
Men do not stumble over mountains, but  
over molehills.

Confucius



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A quarterly publication for the exchange among DDA personnel of ideas, concepts, information, and techniques that are of common interest.

NATIONAL SECURITY INFORMATION

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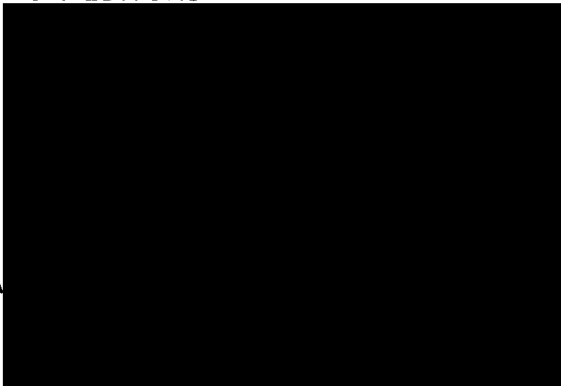
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# comment

IT IS TIME TO FIGHT BACK—Public Affairs  
at the CIA

The phone rings often in the Public Affairs  
Office:

— the WASHINGTON POST: "Did the  
CIA try to assassinate Prime Minister  
Manley of Jamaica?"

— Jack Anderson: "Was a CIA agent in  
Dallas named Morris Bishop a friend of  
Oswald's in 1963?"

— TIME: "Wants confirmation on wire  
story saying CIA is helping the West  
Germans build a missile test site in Zaire."

A few years back the answer to all three  
inquiries would have been easy enough to  
provide—"NO COMMENT."

The answers we did provide:

— "Absolute and utter nonsense;"

— "The name Morris Bishop has never  
been used as an alias or pseudonym—nor  
has anyone with that name ever been  
employed by the CIA;"

— "Ridiculous—there is no such activity  
underway."

Times have changed. The country has  
changed and so has public affairs at the CIA.  
It is time to fight back—to tell it like it is. We  
still use "no comment" when we have to. But  
as the DCI said in a recent speech, "Our  
needle isn't stuck in that groove anymore."

Why change now? The DCI believes that  
no government agency can operate in to-  
day's world without public understanding  
and support. Unfortunately, CIA lost much of  
its public support as a result of the various  
executive and congressional investigations,  
the series of anti-Agency books and articles,  
and the reams of paper released under the  
Freedom of Information Act. The CIA suf-  
fered enormous criticism—some warranted,  
much not. The blind confidence of the public

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Herbert E. Hetu  
Director of Public Affairs

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in the Agency's ability to perform a necessary function effectively was clearly shaken.

In any case, a rebuilding job was required. The Agency would no longer be permitted to operate behind closed doors. Watergate robbed us of that luxury and for better or worse the Agency is now squarely in the public eye.

### *What is OPA Trying to Do?*

The Office of Public Affairs (OPA) is working to regain public support and understanding and to build credibility for CIA. OPA's major objectives are to:

- EXPLAIN and demonstrate the necessity for foreign intelligence in a free society;
- DEFINE and explain the foreign intelligence process;
- RAISE the level of public understanding of and support for the foreign intelligence

community of the U.S. Government by explaining its mission, function and organization;

— RESTORE the credibility of and public confidence in the foreign intelligence agencies of the U.S. Government;

— EXPLAIN the need to protect classified data, including intelligence sources and methods, and the necessity for new legislation and sanctions to effectively prohibit the unauthorized release of such information;

— MAKE as much unclassified information available to the public as possible consistent with national security considerations.

### *We're Not Giving Secrets Away*

The OPA has a second and equally vital dimension: a continuing responsibility for the protection of sources and methods and classified information. This responsibility calls for special sensitivity and judgment on

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the part of all who work in the office—they are determined that no unauthorized information will ever get out through Public Affairs channels. Perhaps no one is more conscious of protecting sources and methods information than those who talk regularly with the news media.

The OPA relies heavily upon the cooperation of all CIA components in providing truthful answers to media and public inquiries. They are of enormous assistance in helping the OPA separate rumor or supposition from fact, in tracking down suitable answers to complex questions and, above all else, in identifying sensitive data and in protecting sources and methods.

### *About the OPA*

The Director of Public Affairs wears two hats. He is responsible not only for all the public affairs activities of the Agency but also for supporting the DCI in his role as the principal spokesperson to the news media

and the public for the Intelligence Community. Public Affairs undertakes timely and appropriate consultation and liaison with the White House and Executive Branch departments and agencies on matters of public communication regarding intelligence.

In April 1978, Public Affairs was designated an independent office, with its chief named the Director of Public Affairs.

### *Things Have Changed*

The contrast between the Public Affairs operation now and that of the previous 30 years is indeed startling:

— For the first time, major television networks and news magazines have been permitted to film inside the CIA Headquarters building;

— Scores of unclassified CIA reports (about two or three a week) are readily made available to a demanding and interested public;

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— Speaking engagements by the Director, the Deputy Director and other senior officers are on the increase, and the formulation of a CIA Speakers Bureau is well underway;

— Background briefings for newsmen (over 300 in the last year) have resulted in broader and more informative coverage and more accurate news stories;

— Other aspects of a full-blown Public Affairs Office include: some 60 responses to queries from the media each week; arrangements for all public appearances by the DCI and DDCI; preparation of pamphlets, brochures and information kits; Chairmanship of the Publications Review Board, which reviews employees' speeches and manuscripts for classified information before they are presented or published; coordinating visits of all public groups to the Agency; answering some 100 letters each week from the public; and advising and/or coordinating with other CIA components and Intelligence Community organizations.

Very importantly, more credible contact with the media results in more dialogue. OPA is often able to correct news stories that are incorrect or in some instances successfully dissuade writers from using classified or erroneous information.

Today's demands have created new responsibilities. The OPA must discharge them with the specialized concerns of the intelligence process firmly in mind—while at the same time working to satisfy the public's democratic right to know what's going on.

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# innovation

It is common sense to take a method and try it. If it fails, admit it frankly and try another. But above all, try something.

Franklin D. Roosevelt

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## EAA RECREATION FACILITY

██████████ OP

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Have you noticed what is going on behind the Printing and Photography Building? Bulldozers are busy reconfiguring and leveling the land. It is all torn up now, but the work will be completed this fall, and next spring the new EAA Recreation Facility will be in operation. The facility will consist of a softball field, a football/soccer field, and a combination basketball/volleyball court.

It may interest you to know why and how this project started. In August 1976, OP undertook a study to determine what other civilian agencies had in this regard and the methods by which they were acquired.

It will be informative at this point to describe the differences between organized programs for recreational activities and those for physical conditioning. The former are arranged by voluntary organizations of employees who fund the program; the latter

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are generally considered to be justified when physical fitness is required in the performance of official duties. Physical fitness programs (gymnasiums, exercise rooms, etc.) may, therefore, be provided through the use of appropriated funds.

Now back to the story of the new Recreational Facility. The study revealed three things:

- Appropriated funds cannot be used for recreational activities;
- The Agency compares favorably with other agencies and departments in terms of recreational facilities that are made available through voluntary employee-type associations; and
- The indefiniteness of private funding is experienced by all Federal agencies and departments, and limits expansion of recreational facilities.

It was then decided that a survey should be made of Agency employees to ascertain

their interests in various types of recreational activities and of their willingness to provide financial support. (You may remember the survey that was conducted in October 1976.) Nearly 3,000 employees participated in the survey. Their responses did not indicate a level of strong financial support necessary to build a multipurpose recreational building or to fund expensive activities. There was, however, an indication of considerable interest on the part of many employees in physical fitness, exercise, athletic activities and the desire to engage in such pursuits near their work location.

When the results of the survey were reviewed, it was decided to move ahead with a program for the development of moderate improvements in recreational facilities. The Real Estate and Construction Division (RECD) of OL identified the area behind the Printing and Photography Building as best suited for development; and in April 1977 provided initial plans for a complete outdoor Recreational Facility which could be constructed in various stages geared to the

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availability of financial resources and depending on needs. OS determined that access to this area could be made through the outside fence near the entrance to Turkey Run Farm. OS suggested that in order to maintain control of the area, an electro-card lock gate be installed.

Various alternatives were explored for funding the facility. While it was believed that certain of the activities could be justified as part of an official physical conditioning program, appropriated funds could not be used without further review by the Congress or the Comptroller General. Such external review would result in considerable delay, and it appeared likely that activities associated with team sports could not be officially funded because they are generally considered to be recreational in nature. It was, therefore, decided to turn to EAA to determine if there were non-appropriated funds available to get the program moving with the thought that specific requests for appropriation might follow in the future to augment the existing official physical fitness program.

The EAA Board of Directors reviewed the RECD planning study in the context of the Board's responsibilities to the total EAA membership. It was determined that certain recreation facilities would meet the needs and interests of large numbers of active EAA participants. Sufficient funds were available to pay for the construction of a softball field, which would be developed in conjunction with a football/soccer field, and for a combination basketball/volleyball court. The EAA Board, therefore, expressed willingness to fund this portion of the total project. There were not sufficient EAA funds available to consider the total project.

Having explored all alternatives, OP forwarded final recommendations to the Director in June 1977. The Director approved the study by RECD for use in phasing and developing the facilities. He also agreed that future budgetary submissions will seek approval to use appropriated funds for official physical conditioning programs.

Following approval by the Director, plans were discussed and reviewed with interested

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outside organizations. Particular emphasis was given to environmental impact and the planned future use of this area. Final drawings and specifications were then prepared, an invitation for bids was issued and a contractor selected.

The EAA Recreation Facility will be completed this fall and the "playing fields of CIA" will be ready for use next spring. This accomplishment reflects the continuing concern of Agency management, at the highest levels, in the welfare of our employees. It also demonstrates the fine teamwork which exists among Offices in the DDA and the value of a strong and well managed EAA.

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#### MEMORY CONSTRAINTS REMOVED FOR ODP USERS

 ODP

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Programmers using ODP's computers will soon have a dream come true—virtually unlimited storage. Have you ever tried to fit one more file into your safe, or one more suitcase into your trunk, and wished you had a safe or trunk expander? Programmers designing programs to fit in the limited, fixed memory of a computer often feel the same frustration. A combination of hardware and software features on IBM's 370 series of computers has overcome the limitations of fixed memories with a concept known as Virtual Storage. This concept is embodied in a new IBM operating system known as Multiple Virtual Storage, or MVS, a system which should be fully operational in the Ruffing Computer Center by January 1979.

Last year ODP installed MVS on one central processor in the Ruffing Computer Center to take advantage of MVS' Job Entry

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Subsystem (JES3). JES3 is a collection of software routines that automatically schedules the resources of the entire batch service in the Ruffing Center. Now, in 1978, ODP is installing MVS as the operating system on all the central processors providing batch service. This change will allow ODP and its users to exploit the virtual storage concept and other new hardware features of IBM's 370 series computers and other System 370 compatible computers, including an Amdahl 470/V6 and an IBM 3033.

Over the past few years, ODP has been using the IBM MVT (multiprogramming with a variable number of tasks) operating system. This system allowed several programs to process concurrently but was bound by the fixed amount of real memory available. Users with large memory requirements found that their jobs simply could not be scheduled when the system was moderately or heavily loaded and had to resort to other approaches, such as program overlay structures, to get their work done. This forced applications programmers to consider, at

design time, the amount of memory needed and the way it was to be used.

Like MVT, MVS also allows several jobs to process concurrently. But under the MVS system, the memory constraint is eliminated and programmers and analysts can go about their jobs of designing programs without concern for the amount of real memory available. MVS provides this freedom through the use of a hardware feature called Data Address Translation (DAT) and the concepts of Virtual Storage (VS) and Paging. Briefly, each user program is divided into four thousand byte (a byte is essentially a character, for example "a", "1", "+", etc.) sections called "pages" and real memory and drum or disk storage are similarly segmented.

As a program executes under MVS, only those pages which are immediately required are kept in real storage. Other pages are temporarily stored on disk or drum. As additional pages are required, MVS selects a page of real memory, writes it to drum or

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disk storage, and loads the required program page into this area of real memory.

Because of the DAT feature, pages of a program need not be contiguous in real memory and MVS is able to optimize the use of real memory better than MVT. MVS also tries to keep a job's most actively used pages, or working set, in memory and thus reduce system overhead. Users of ODP's VM/370 Interactive System have been using these concepts and hardware features for several years.

In addition to simplifying the programmer's design process, MVS will provide general benefits to all ODP users. MVS is expected to improve the overall performance of ODP's batch service and should, in conjunction with improved hardware, provide higher levels of stability and reliability. Further, the use of Virtual Storage and Paging has already been demonstrated to provide a significant improvement in data security. Several new features have been planned for MVS, including Virtual Input/Output (VIO), which can greatly improve the efficiency and speed of handling

small to moderate size data sets (computer files). Other new features will be announced, documented, and made available as they are tested and verified.

The replacement of MVT with MVS is not an entirely painless operation, but ODP, through the Customer Services Staff, is actively helping its users resolve any problems they may encounter. An MVS User Conversion Guide has been published and can be obtained from the ODP Technical Librarian [REDACTED]

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MVS is new to ODP and its user community and, as with anything new, there may be obstacles and stumbling blocks in the way of our conversion. But we firmly believe that the installation of MVS in the Ruffing Computer Center will improve the timeliness and quality of the batch service to our users.

Anyone having questions or interests in MVS is invited to contact the Customer Services Staff, CSS/P/ODP, in room GA0507 Headquarters or call extension [REDACTED]

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CONIF III — PHASE II

Plans and Systems Staff - OF

OL, OF and ODP are pleased to announce the completion of Phase II of the CONIF III system. Congratulations to all who made this possible.

*What is CONIF III?*

CONIF is an acronym for the Contract Information System. CONIF III in many ways favors its predecessors, CONIF's I, II and IIA. It provides a reliable management information system for Agency-funded contracts. It continues the tradition of complex file relationships which can be queried to produce, both on-line and off-line, standardized and ad hoc reports. CONIF III, Phase II, is the final and logical closure of the Contract Information System loop. It represents the automation of the procurement cycle from contract award and contract administration on to contract payment and final settlement. Data on the financial aspects of the contract

administration phase, including payments to vendors and contract audit results, have been built into files along with the contract data files which OL has been building and using since 1967. This has provided additional information and has opened a new dimension to an already effective management information system. Its applications have been broadened and its usefulness extended across Agency office boundaries. Where once OL managers and contracting officers were the primary benefactors of the CONIF system, now with the introduction of Phase II of CONIF III, OF will use the CONIF system to process payment of contractor invoices as well as related contract audit settlement actions and contract audit scheduling.

CONIF III is a shared data base. OL inputs significant information to a wide variety of files. When a contract is awarded, the component that funds the contract inputs to the General Accounting System (GAS) necessary obligation and fiscal information. OF, using "linked" data from both sources, can now perform prepayment audits of vendor billings and add to CONIF III a record of

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payments made, withholdings taken and other related financial data. OF can also use this shared data base to obtain data needed for on-site audits of vendors' claimed contract costs and to store audit results. All using components can query the data of other components thus providing a complete picture of the status of any given contract, all contracts let to a particular vendor, all contracts of a particular type. Almost an endless array of useful data can be "pulled" from the CONIF III system. In addition, the CONIF III system now generates all the financial payment documents previously manually prepared by the invoice auditor in OF. Invoice data is entered in menu format via the terminal. Numerous edits, verifications and controls prevent improper payments. CONIF III will automatically process the invoice for payment and machine-generate, on special forms, a prenumbered payment voucher. It will machine-generate a Treasury Check request or a request for a cashier's check. A Remittance Advice with mailing instructions is also machine-generated and forwarded to the contractor along with the check to identify payment.

On 12 June 1978, OF began converting manually-maintained payment and audit records to the CONIF III financial data files, placing this information into the shared data base. For contracts thus converted, OF is now making payments to contractors using CONIF III. It is felt that with this system and other efforts currently underway, the Agency will continue to make effective use of its resources through automation and to enhance its ability to pay its bills on time.

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**A SELF-ASSESSMENT FOR CIA  
PERSONNEL OFFICERS**

OP

The idea of self-assessment is not new. At one time or another all of us are faced with the need to take stock of our skills, knowledges, and abilities (SKA).

The personnel field is quite diversified and specialized. It is indeed the exceptional person who is fully able and qualified to serve in any functional sphere of personnel work. Finding the right person (with appropriate level of SKA) to satisfy a particular job requirement often is a challenge.

A factor influencing the development of the self-assessment is its utility for identifying the specific interest and competence employees have for each of the many tasks involved in meeting program requirements. Any improvement in the combining of employee interest and competence with the tasks which make up the employee's job

should result in an increase in his or her productivity and job satisfaction.

The Agency personnel officer self-assessment is divided into three parts. The first, known as the Personnel Task Inventory (PTI), records self-ratings of professional personnel officers as to their ability to handle 150 different tasks. These tasks relate to six major personnel program areas. Tasks included in the PTI are selected from: OP Position Management and Compensation Division records; recommendations of an ad hoc group of experienced Agency personnel officers; and, material contained in the CSC's Bureau of Training publication *Assessing Training Needs*.

The second part of the self-assessment notes the employee's interest or lack thereof in doing these 150 tasks by requiring the employee to select and list up to 40 of them under three separate categories. The first category identifies tasks for which the individual has a high level of competence and interest, and reflects the individual's choice

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for assignment in a personnel program area based upon his or her interest in tasks applicable to that program area. The second category reveals those tasks in which the individual has interest and some SKA and desires additional training or career development. The third category shows tasks for which the individual has an interest but very limited competence. The individual desires to become more familiar with these tasks but in general is not prepared to handle them in a job situation. The design of these categories intends to enable career management officials to make more finely tuned distinctions among the interest and competence a personnel officer has in performing various program-related tasks.

The third part of the self-assessment provides opportunity for the individual to identify:

- Any special skills and interest beyond those specified in the PTI;
- Particular references for assignment; and

- Personal considerations pertinent to any career development or reassignment evaluation being made by career managers.

Individuals have different talents, training and experience to apply to a given assignment regardless of their age or grade. The kind and level of SKA required to do a given job also vary. The self-assessment provides periodic updated information about the capabilities and interests of employees. In addition, the Director of Personnel is able to anticipate better the kinds and quantity of developmental actions or recruitments required to meet future needs.

A refined model will be developed for future use. It must be said, however, that without access to the computer it would be impractical if not impossible to pursue this approach, even though the programming required is comparatively simple.

The pursuit of this approach will give management much better insights as to what

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skills are available in the career service, skill levels and experience, and the skill mix of employees. Repeated self-assessments will allow management to assess the impact of training and rotational assignment policies on skill levels.

This methodology which has been developed for use in OP may be of interest to other offices.

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# feature

SPRACH PROGRAMM im  
HAUPTQUARTIER

Building. Most of the classes meet one hour daily. The instructors are all professionals from the Language School.

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██████████ OTR

"Do you have a program that will help me maintain the knowledge of French that I gained in my recent assignment ██████████"

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"Do you offer courses to help me read the Soviet press?"

The Language School frequently receives inquiries of this nature. In order to respond to these requests, OTR established the "Headquarters Language Training Program"—the English translation of the German title of this article. The purpose of the program is to provide part-time language training and language maintenance during duty hours for employees who cannot leave their offices for extended periods of time, or whose need for language training is not great enough to justify attending full-time or part-time training in the Chamber of Commerce

The Headquarters program is designed to meet a variety of language needs in the Agency. Courses are offered in Chinese, French, German, Russian, and Spanish. The Language School offers beginning, second-level, and advanced training in speaking and reading comprehension. In addition, specialized reading comprehension courses in Russian, ranging from beginning scientific to advanced economic and political reading are offered.

The program has demonstrated that students can not only acquire a working knowledge of the language, but also maintain and increase previous skills. The program is particularly successful in helping students in the low levels in speaking and reading comprehension.

The number of students in the program has tripled since its inception in 1972,

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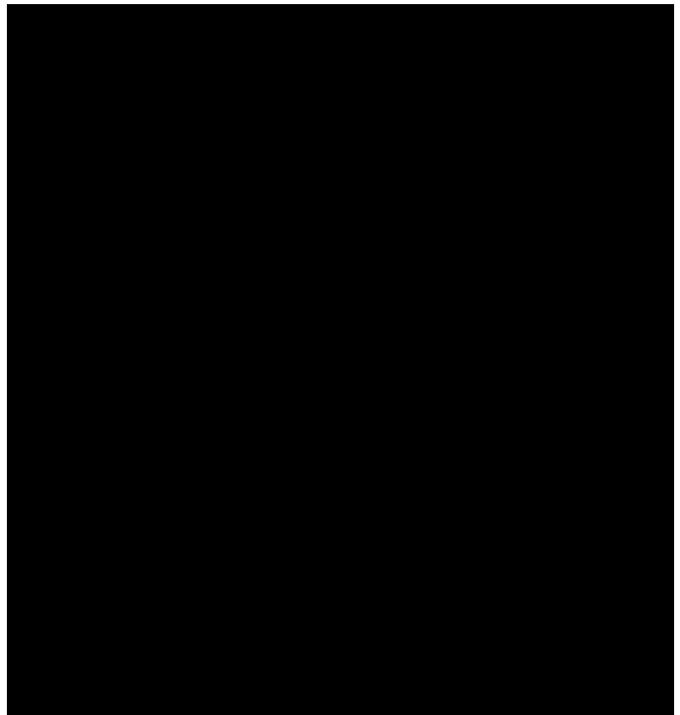
Underway on a body of water of any size, where the safety of your boat and its crew is at stake, it's not "where you ought to be," or "where you think you are," but your knowledge of "where you are for sure" that counts.

Charles F. Chapman  
from *Piloting, Seamanship and Small Boat Handling*

FROM MOTHBALLS TO UTILITY

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#### SECURITY ESCORT PROGRAM

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Since its inception in 1965, the Security Escort Program, an integral part of the Security Services Section, Headquarters Security Branch, has grown from a staff of 13 full- and part-time contract employees to its current level of 68 escorts.

The primary purpose of the program is to provide an escort service for the Headquarters complex and outlying Agency buildings to facilitate access of uncleared construction, installation, maintenance, and char personnel. Each day approximately 35-40 escort requirements are levied upon the Security Services Section by OL. The jobs requiring security escort service range from bricklaying to computer installations. They cover the Headquarters Building from its basement storage closets to the seventh floor roof. For each activity, Security Escorts

are responsible for signing in and badging the work crews, escorting them, and signing them out at the end of the working day. Escorts work when the technical crews work and must be available 24 hours a day.

The Agency and OS attach a great deal of importance to the "watch and report" aspects of the program. This service provides essentially a first line of defense against penetration via the guise of a private contractor. Each Security Escort, shortly after entering on duty, is given comprehensive briefings designed to familiarize him with detection and reporting procedures for suspect packages and "bugging" devices. In a similar vein, each escort is cross-trained in basic safety and health emergency procedures. A third element of training is familiarization with OS, its procedures, and its regulations.

In addition to the basic escort activities, the program assists in providing security coverage for media events, public tours, and

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special support assignments. The program has provided security building access to:

- CBS television crews and personalities during filming of a "60-Minutes" segment on CIA;
- ABC for its "Good Morning America" sequence; and
- *Time*, *Newsweek*, and *National Geographic* magazines for their pictorial essays.

Late last year, during Project OUTREACH, Security Escorts assisted in processing tour groups during visits to the Agency.

What types of individuals make up the Security Escort corps? Most are young men and women who are still enrolled in local universities or are very recent graduates. The program allows them the opportunity to work for the Agency while still completing degree requirements. These young students

are complemented by others who provide diversity of experience and backgrounds.

By substituting for staff personnel who would otherwise have to perform escort duty and by expediting the movements of uncleared personnel in Agency facilities, the Security Escorts provide a cost-effective, professional service.

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PROJECT AIM—MILESTONE 2

██████████ EEO-DDA

The ranks of Project AIM candidates were reduced from nine to eight on 17 July 1978. ██████████ candidate for ODP's Computer Programmer position, became the first "graduate" from the Directorate's Upward Mobility Program. On that date Mr. Blake presented ██████████ with a Project AIM Certificate of Achievement in recognition of his successful completion of the training required for the position. ██████████ was also accepted into the Data Processing (MZ) career sub-group and promoted.

Each succeeding Project AIM "graduate" will likewise be presented with a Certificate of Achievement and given the opportunity to match smiles with Messrs. Blake and Malanick.

Of the eight remaining candidates in Project AIM, two others have also been promoted; one has been reassigned to a

position of more responsibility and a higher grade; two have been accepted into their new career sub-groups; and all are actively involved in job-related training.

Plans for FY 1979 anticipate adding nine more candidates to the AIM program. Watch for future announcements. If you are interested, perhaps we can offer you the opportunity to become a Project AIM "graduate."

Project AIM is alive and still growing.

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CATCH AS CATCH CAN IS NOT HEALTHY

██████████ M.D., OMS

PLACE: OMS Dispensary

TIME: Friday afternoon — 1620 hours

*Physician:* You know, you very well may have a serious problem and I want you to check with your private physician for a more complete evaluation and follow-up.

*Patient:* Gee, Doc, we have been overseas for a number of years and we don't have a doctor. My wife sees a gynecologist once a year, but that's about it. Can you refer me to someone?

*Physician:* I can give you the telephone number of your county Medical Society and they will furnish you with three referrals in your area. This may be helpful to you. How long have you been back?

*Patient:* About a year. What if I can't locate anyone over the weekend? Should I go to the Emergency Room?

*Physician:* The Emergency Rooms in the area are, in general, satisfactory; but they are largely geared for emergencies. They are certainly not a substitute for your own private physician who has your past history available and a more personal interest in helping you.

*Patient:* Well, if worse comes to worse, I'll try the Emergency Room and take my chances.

This scene occurs all too frequently and is an unsatisfactory solution to a potentially serious problem. Why does it happen? What can be done about it?

Agency families that spend tours overseas have their medical needs provided in large measure by the Government through a variety of devices. Most who have served in this capacity are familiar with the proper methods of obtaining the available care, up to and including medical evacuations back to CONUS.

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When families are assigned PCS to the Headquarters area, it may be natural for them to be lulled into a false sense of security; and arranging for medical care is a low priority item. Or, a "It won't happen to me and if it does happen, I'll drop by the dispensary and let them take care of it" attitude develops, further compounding the problem.

It should be obvious, if given some thought, that the responsibility for employee medical care cannot be assumed by the various health units available in the Headquarters area. Regulations forbid this and, if for no other reason, the limited availability of OMS personnel during the nights, weekends and holidays would make this unwise.

It cannot be emphasized too strongly to each returning family (or for that matter each person new to the area) to make early overtures to the medical facility of their choice. Make the arrangements necessary to obtain medical care so that regardless of the time of day, weekend or holiday, there will be

someone for you to turn to for advice. This will prevent the "catch as catch can" situation that may arise when you least expect it. Most physicians welcome a preliminary visit to their office and the chance to explain their services and answer your questions.

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#### LEAVE LEAP YEAR

OP

1978 is a unique year since there are 27 leave accrual periods. This situation arises only approximately once every eleven years. A leave year begins with the first day of the first complete pay period in a calendar year and ends with the day immediately before the first day of the first complete pay period in the following calendar year. Therefore, our leave year began on 1 January 1978 and ends 13 January 1979. Employees should be aware of the fact that they will earn an extra 4, 6, or 8 hours of leave based on the employee's rate of leave accrual. All employees are encouraged to keep the above information in mind when scheduling their annual leave for 1978.

(UNCLASSIFIED)

#### *Editor's Note:*

*This article appeared in the April 1978 edition. It is rerun now just as a reminder.*

#### A LOOK BACK AT THE FREEDOM OF INFORMATION AND THE PRIVACY ACTS

OP

Upon completion of 3 years as the Agency's coordinator for compliance with the Freedom of Information and Privacy Acts, I would like to take this opportunity to share a few over-the-shoulder glances at some of the general effects of the Acts on Agency activities and relationships.

Openness in government and the protection of individual privacies in our political system may be likened to motherhood. But like motherhood, it often starts with considerable pain and the required devotion of large numbers of people and sums of money to nurture the child.

For the past several years, the Agency has received an average of 100 requests for information per week. The resulting search, review, sanitization, review and, in many cases, subsequent legal defenses, have required that the Agency utilize some 110

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man-years of employee time at a cost of approximately \$2.5 million. This process includes the thousands of hours required to be spent reviewing operational documents and raw intelligence reports which we know in the final analysis will not be released or which may not even be accurate. Simply put, each incoming letter request costs the U.S. taxpayer almost \$550 to process. The processing of requests within CIA is particularly expensive because of the need to protect a large mass of sensitive information and the difficulties involved in searching multi-decentralized files.

Aside from the financial and personnel aspects of compliance with the Freedom of Information and Privacy Acts, it remains very difficult to assess costs in other respects. There are indications, for example, that our tight-lipped counterparts in other countries are not only amazed by the openness policy in American intelligence but are purported to be more and more defensive in their cooperation with us because of it. Retreating cooperation is also evident from individuals and U.S. corporations who are concerned

that declared Agency affiliation would result in damage to them and/or their corporation. Thankfully, after processing over 20,000 requests to date, only a handful of "flaps" have occurred. The growing concern, then, is that although individual documents which are released may not cause problems, the *totality* of such releases may well result in the unwitting disclosures of intelligence methods and sources. Disclosures in such cases as the overseas mail intercept project and surveillances of American citizens have had serious negative effects on the Agency's public image.

On a more positive note, compliance with Freedom of Information and Privacy Acts, although at times difficult, has brought about, in my view, some welcome and needed changes in our attitudes about information handling and has forced us to try to improve our image and credibility and to be more responsive to the public. For example, applicants for Agency employment may now discover why they were not accepted for Agency employment, and Agency employees may review almost all Agency

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files pertaining to themselves. These procedures were practically unheard of several years back. The release of over seventy percent of the CIA record holdings on the Kennedy assassination has helped put history in the proper perspective. To the end of better public image and cooperation, more finished intelligence products that are not sensitive are being released to the public and more will come. In responding to such requests, we have had to take hard looks at filing, listing and storing of vast amounts of information and, as a by-product, have had to mend our ways in these neglected areas. Admittedly, this is a tough way to learn this lesson but, hopefully, an improved records management system will emerge.

In my opinion the bottom line reads that the Privacy Act is a worthwhile venture which has opened the door that needed to be opened. The Freedom of Information Act, which may have been designed for HEW or the Social Security Administration, presents a serious problem for an intelligence agency. It is hoped that in the future Congress will focus on many of the problems and unneces-

sary costs that have been created by the Freedom of Information Act and provide some adjustment to the law that can make a Freedom of Information request palatable for an intelligence agency and a benefit to the public.

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*Editor's Note:*

██████████ served as Information and Privacy Coordinator from August 1975 to August 1978 when he was reassigned.

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